BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

Final Examination October 2008

Human Resources Development D- Hd 01

Time: **3 hours** **Marks: 100**

INSTRUCTIONS:

Write your name, centre and candidate numbers on the booklet.

This paper consists of **15 (fiteen)** questions in **3 (three)** Sections, **A, B, and C.**

Answer the questions in each section according to the instructions given at the beginning of each section.

Answers should be written in the booklet provided.

Start your answer to each question on a separate sheet of answer paper.

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SECTION A: SHORT ANSWER QUESTIONS (40 MARKS)

Answer **ALL** questions. In this section

Question 1

Explain any two factors that influence training in an organisation. (4 marks)

Question 2

What is the importance of the following tasks in training and development process?

(i) Assessment stage of the training process. (2 marks)

(ii) Development of training objectives (2 marks)

Question 3

Distinguish between Macro level training needs and Micro level training needs. (4 marks)

Question 4

Describe the following methods used to gather information in training needs assessment.

(i) Observation. (2 marks)

(ii) Questionnaires (2 marks)

Question 5

What is the meaning and purpose of learning objectives training? (4 marks)

Question 6

Explain **any two** factors that determine the quality of the delivery system in the development phase of training and development programme.(4 marks)

Question 7

Explain the roles of the following in facilitating transfer of training

(i) Managers (2 marks)

(ii) Training officers (2 marks)

Question 8

Discuss the purpose of induction type of training in organization's training programme. (4 marks)

Question 9

Distinguish between formative and summative evaluation. (2 marks)

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Question 10

Explain how you would use action planning and cost benefit analysis to evaluate a training and development programme. (4 marks)

SECTION B: ESSAY QUESTIONS (40 MARKS)

Answer ANY TWO Questions

Question 11

Discuss **four** strategic choices a human resource practitioner has to make when determining the type of culture to be passed on in an organisation when training new employees. (20 marks)

Question 12

Among the approaches that can be used in the determination of training needs are welfare approach, administrative approach, systematic approach, objective and explanatory approach. Describe the significance of each one of them. (20 marks)

Question 13

Discuss any **five** ways through which off-the -job training takes place (20 marks)

Question 14

Explain role of the following stakeholders in the implementation of training and development programme. (20 marks)

Supervisors/ managers (4 marks)

Trainees/learners (4 marks)

Top management (4 marks)

Trade unions (4 marks)

Service providers (4 marks)

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SECTION B: CASE STUDY (20 MARKS)

Read the following case study and answer the questions that follow:

Substance abuse and alcohol in particular, is a major contributor to many of society's problems. Statistics show that alcohol and other mood-altering substances increase violent crimes and fatal traffic accidents, crime, violence and students dropping out of school, colleges and universities. Alcohol abuse or alcoholism is one major cause of family's persistent and devastating ills such as marriage break-ups, estrangement between parents and children, emotional illness and even deaths.

The workplace is certainly not an exception; for instance, in one organisation between 15% and 35% of employee are alcoholics. Because of the magnitude of alcohol abuse, the management, through HR department has given a great deal of attention on alcohol related problems among its workforce and developed a policy on employee alcohol abuse.

Although some alcoholic employees perform their work satisfactorily and meet job expectations, many cannot. An alcoholic employee has many more work-related problems than a non-alcoholic one. On average an alcoholic employee is absent from work two to four times more often than non-alcoholic employees, on-the-job accidents are two to four times more frequent for alcoholic employees. In addition to these costly problems, alcoholic employees may create other work-related problems such as:

negligence, which may cause accidents and injuries to other employees;

disregarding vital job details;

poor judgement and making bad decisions;

performing unevenly in terms of quantity and quality;

poor relations with co-workers and supervisors;

disregarding operational procedures, rules and regulations.

exhibiting various forms anti-social behaviour.

In the light of the above, an alcoholic employee's causes a lot of problems for an organisation including above-average absenteeism, injuries, accidents, low perform ance levels, substandard levels of productivity and quality. This represents real costs to the organisation, for large organisations, the costs can be staggering.

What causes alcoholism? There is little agreement about the specific causes of alcoholism and predicting precisely who will or will not become an alcoholic is impossible. Employee alcoholism may stem from both personal and work related factors. Certain working conditions may lead to alcoholism. For example, when an employee encounters a problem in his / her family or jobs, a probability of

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becoming an alcoholic increases significantly. Stress and conflict seem to be inevitable in certain jobs. Work environment can lead to frustration and anxiety. Stress compels a certain type of employee to seek relief through alcohol or perhaps other addictive substances.

Management and HR department have a responsibility to come up with strategies for helping employees suffering from alcoholism. Training and development programme is one of the most effective strategies for combating alcoholism. HR staff can educate top and middle managers about the potentially harmful effects of excessive job stress and anxiety. Through training and development activities, the HR staff can also make employees aware of or implement, rehabilitation or counselling programmes for employees who are currently suffering from alcoholism, or which organisations that can assist in this regard.

Training can be used in conjunction with such goal-oriented performance approaches like management-by-objectives. Among training methods that can be used are most common ones are lecture, discussion, lecture-discussion combination, case studies, films or videotapes. Training can also be conducted in a standard classroom, either on- the job approach or away- from the job approach at a conference centre. On-the-job training provides a different type of experience in which the trainee learns from an experienced worker. Most training programmes use a combination of methods determined by the nature of course topic, objective and the organisation, characteristics of trainees and trainer.

Though Training generally is designed to improve employees' job skills, it can be used to reduce alcoholism by teaching on personal growth and stress management programs which are becoming popular for helping employees understand organizational stress and develop ways to cope with it.

Training programmes to minimise alcoholism in the workplace may however, be most difficult for an education and training practitioner in the HR department to implement. Alcoholism does not discriminate against any particular category of employees, it is a disease which is likely to victimise those in management and ordinary workers. Another problem is that training needs assessment on a sensitive issue like alcoholism cannot use traditional needs assessment techniques like surveys, meetings, and group discussions. Many alcoholics are unwilling to admit that they have a problem; it may be difficult to distinguish between heavy or excessive drinking and the various stages of alcoholism. Employees may perceive alcoholism as a sensitive personal issue. Many employees would no doubt feel that the collection of information about alcohol abuse is an invasion of their privacy.

Since alcoholism is difficult to measure in an organisational setting, it may be impossible to analyse which employees have the highest rates of alcoholism or what work conditions and environmental settings tend to aggravate the problem.

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Another major problem with regard to training programme on alcohol is likely to be lack of transfer of training employee learning to the workplace. Often an employee learns a new skill or a manager learns a new management technique, but upon returning to the normal work situation, he or she finds it easier to go back to the old way of doing things.

Source: based on: *Human Resource Management in South Africa* by Globler, S., W. *et al* (2006)

Questions

In your training and development programme you intend to design and deliver a course on alcoholism.

(a) State **two** main topics to be covered in the course? (2 marks)

(b) What **two** types of training aids would you use to deliver material in this course? (2 marks)

(c) Identify **one** approach and **one** training method you would use to deliver the course. (2 marks)

(d) What would be the benefits of successful training and development programme to the organisation (3 marks)

(e) What other needs assessments techniques could have been used apart from surveys, meetings and group discussions? (2 marks)

(f) Explain any **two** major challenges likely to be faced in the process of implementing training and development programme on alcoholism? (4 marks)

(g) As an education training and development practitioner, state **two** strategies you would use to ensure that there is transfer of training in your training and development programme on alcoholism. (2 marks)

(h) Based on you knowledge of training policy what is the importance of developing a policy on alcoholism in the in workplace? (3 marks)

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Botswana College of Distance and Open Learning

In Collaboration With

Zimbabwe Open University

Human Resources Development

Final Examinations: 2009

Marks: 100

Instructions

1. This paper consists of three sections, **A, B** and **C.**
2. Answer all the questions in **Section A** and **B**
3. Answer any two questions in **Section C.**
4. Total mark is **100**

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SECTION A: [2O MARKS]

TRUE OR FALSE

1. Acculturation is the process by which the new employee acquire the culture of the organisation during orientation (1 mark)

_____

2. In Botswana employers are not allowed to recruit foreigners (1 mark)

_____

3. In any economy, it is the role of the stare to identify the training needs of the industry and to provide conducive legal environment that encourages training and development of works (1 mark)

_____

4. Continuous learning is the process through which one acquires knowledge, skills and abilities throughout one's career in reaction to and in anticipation of changing performance requirements (1 mark)

_____

5. It is not necessary to consider the organisation's culture when formulating training and development programmes (1 mark)

_____

6. Training policy should be flexible tom adopt to environmental changes such as economic, political, and national literacy rate (1 mark)

_____

7. A need assessment is an intensive examination of how people perform work activities

_____ (1 mark)

8. A performance test allows the learner to demonstrate a skill that has been learned in a training and development program (1 mark)

_____

9. Matching production strategies and training programmes can increase the productivity of the organisation (1 mark)

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10. Succession planning is the grooming process for those targeted for senior management in future (1 mark)

11. According to the Botswana government policy regarding understudy, each non – citizen should train at least five locals before termination of his /her contract

(1 mark)

12. All organisations are required by law to offer core-training programmes (1 mark)

13. The personnel department should ensure that all employees do initial induction before they go to do their work (1 mark)

14 Job rotations allows employees to acquire a variety of skills (1 mark)

15. Repetition is one of the job learning principles (1 mark)

16. In pursuance of training for localisation, establishments employing non citizens are required by law tom prepare training programmes through which locals will occupy posts held by expatriates (1 mark)

17. In career management, it is the role of the manager to establish network of contacts for the employee (1 mark)

18. The first step in organisational training needs analysis process is becoming aware of the problem (1 mark)

19. Political changes, social trends, economic factors and technological developments are micro factors that calls for training and development needs assessment (1 mark)

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20. It is the responsibility of top managers to provide the general procedures required for training programmes implementation in the organisation (1 mark)

SECTION B [40 Marks]

Answer all questions

1. (a) The proposed training programme should be aligned with the mission, goal and objectives of each organisation. In examining the proposed programme in line with the mission, goals and objectives of the organisation certain questions have been asked. Identify these questions. (4 marks)

(b) Identify the methods used to carry out task assessment (4 marks)

2. Briefly explain how the following micro-level needs will influence training needs assessment

(a) Change of organisational objectives (2 marks)

(b) Availability of resources (2 marks)

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c) Changing organisational climate (2 marks)

(d) Work content (2 marks)

3. Outline the steps to be followed in order to enable the setting of effective performance measurements that will ensure that the learning objectives are achieved (8 marks)

4. Elaborate on the aspects covered in the following core training programmes

(i) Induction (4 marks)

(ii) Health and safe working practices (4 marks)

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5. (a) Outline the responsibilities of the organisation in career development of its employees (4 marks)

(b) Identify the four stages in the traditional career development approach (4 marks)

SECTION C [40 Marks]

Essay type questions

Answer any two questions

1. Discuss the five administrative duties that should be carried out in order to ensure success of training and development programmes (20 marks)
2. An effectively developed training policy should portray certain features. Discuss any five of these feature (20 arks)
3. Discuss roles of any four stakeholders in training and development programme implementation (20 marks)
4. Elaborate on the six steps that are applied in marketing of training and development programmes (20 marks)

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BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

In collaboration with

ZIMBABWE OPEN UNIVERSITY

Diploma in Human Resources Management

HUMAN RESOURCES DEVELOPMENT

D-HD 01

SESSIONAL EXAMINATION

Marks – 100

Time Allowed **3 Hours**

Instructions to candidates

1. This examination contains four sections (A, B, C and D). Answer **all questions** in Section A, B, C and **2 questions** in Section D
2. Answer all questions in the answer book provided
3. Start a question on a new page
4. Write legibly in grammatical English.

Use examples where possible to support your explanations

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Section A. Multiple choice. 10 (Ten Marks)

Each question carries 1 (ONE) Mark. Answer ALl. questions

1. In an organization the choice of what to learn is determined by the following:

   A. organization's workforce Individual employee attributes, job demands and projected changes in an organization's workforce

   B. Job demands, projected changes in an organization's workforce, and job specification

   C. Projected changes in an organization's workforce, job specification and individual employee attributes

   D. Projected changes in an organization's workforce, individual employees attributes job specification and job demands

2. An effective training programme is affected by all of the following except:

   A. The labour market

   B. Economic and social objectives of the organization

   C. Size, traditions and prevailing organizational culture

   D. Size and number of tertiary institutions in the country.

3. Which of the following is *not* an objective of the Apprenticeship and Industrial Training Act of 1983?

   A. To replace as many expatriates as possible with well trained citizens

   B. Increase manpower for the fastest possible rate of economic growth

   C. To monitor the training programmes of vocational training centres majoring in theoretical subjects

   D. To increase the income and living standards of the citizens through development of specialized skills

4. A training approach in which separate training areas are set up with equipment similar to that used on the job:
   A. Role-playing and behavior modelling
   B. Vestibule training
   C. Simulation
   D. Laboratory training

5. A needs determination approach which spells out that the trainer should possess all the qualities that will enable him or her to influence the trainnes so that they can achieve the goals in the training programme is :
   A. The political approach
   B. The systematic approach
   C. The objective and explanatory approach
   D. The organizational development approach

6. What is the term used to describe the process of helping a new employee to settle quickly into their job so they become efficient and productive workers?
   A. action learning
   B. discovery learning
   C. sitting by Nellie
   D. induction

7. When conducting training a/an..... gives knowledge and information to learners in a systematic manner
   A. Trainer –
   B. Instructor –
   C. Coach –

D. Facilitator

8. Which of the following is the best definition of a learning organisation?
   A. An organisation which facilitates the learning of all its members and continuously transforms itself.
   B. An organisation in which the managers are encouraged to develop
   C. An organisation which facilitates the learning of all its members in order to preserve the status quo
   D. An organisation which does a lot of training on an ad hoc basis

9. A training approach in which trainees step outside of the work environmental pressure is -
   A. On the job training
   B. Off the job training
   C. Self-study training
   D. Video- conferencing

10. All of the following are roles played by the organization in career development of employees
   A. Ensure that the skills they have are current
   B. Create an environment where career development is recognized and valued
   C. Provide human resources and expertise for training and development
   D. Ensure that there are growth opportunities

Section B. True/False. 10 (Ten Marks)

Each question carries 1 (ONE) Mark. Answer ALl. Questions.

1. In selecting training programmes, the interference of a selected programme to other programmes is to be evaluated
2. Training needs are behavioural so they are not measurable
3. The larger the training group, the more ad-hoc the planning of the programme.
4. A training needs analyst can use interviews, tests and reports as assessment techniques.
5. Furnishing a new employee upon employment with the organization's basic information during orientation is a separate activity from the general Training and Development Programme of an organization.
6. A training policy can also be used to enhance public relations of an organization.
7. Figuring what to learn is far more important and difficult than all other issues associated with training and development
8. Accident reports are used in assessing training needs.
9. Although policies are done at top management level, training and development policies touch on operational level by stipulating the various players at the implementation level.
10. Transfer of training is application of knowledge and skills learnt during training and it starts prior to training.

Section C - Short answer Questions

Answer all questions

Each question carries ten marks)

1. Outline any two techniques which can be used to collect data for assessing training needs. Give the advantages and disadvantages of each technique. **(10 marks)**
2. Identify any four titles given to trainers. For each title describe the training methods used. **(10 marks)**

Section D **40 Marks**

Answer any two questions

Each Question Carries 20Marks

36 1) Examine the importance of a training policy. Briefly explain any 5 aspects that must be present for any training policy to be effective . **(20 marks)**

2) Outline and explain the role of a manager during the pre-training and during the training period of the transfer of training process. **(20 marks)**

3) Define core training programmes and outline their objectives. Identify any five types of core activities and briefly explain each. **(20 marks)**

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE DEVELOPMENT

HD 101

SESSIONAL EXAMINATION

Marks – 100

Time Allowed: 3 hours

Instructions to candidates:

1. The examination consists of four sections: A, B, C and D
2. Answer all questions from section A, B and C
3. Choose any two questions from section D.
4. Begin each answer to a new question on a new page.
5. Write legibly in grammatical English.
6. Use examples where possible to support your explanations.
7. Write answers in the answer booklet provided.

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SECTION A [25 Marks]

Choose the best alternative that answers the question

1) Beach (1991) added the following career development actions except_____.
   a) Work experiences
   b) Education
   c) Training
   d) Workers union

2) What is Education?
   a) Acquiring skills to improve the current job
   b) Learning to improve performance in a new job in the very near future
   c) Is a process of meeting deadlines
   d) Is a process of punishing subordinates

3) What is Development?
   a) Learning to improve performance in a new job in the very near future
   b) Is a process of meeting deadlines
   c) Is a process of punishing subordinates
   d) This is long-term learning that is not job related

4) Which Model did Warr, Bird and Rackham design?
   a) CIRO
   b) Kirkpatrick
   c) Hawthorne
   d) Maslow

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5) Kirkpatrick designed an evaluation model called _____.
   a) CIRO
   b) Hawthorne
   c) Hygiene factor
   d) Kirkpatrick Model

6) Which one of the following is not a component of formal orientation?
   a) Welcoming
   b) Completing the paper
   c) Ignoring organizational policies
   d) Meeting the supervisor & employees

7) As an HR Specialist how do you determine the contents of training and development?
   a) By carrying out a needs assessment that diagnoses the present problems & future challenges to be met by the organization
   b) By demoting the supervisor
   c) By punishing the subordinates
   d) By doing the work for the second time

8) A learning cycle includes the following_____.
   a) Trainees apprehensiveness, trainee learning experience develops, trainee experiment new skill and trainee applies learnt skill
   b) Top management
   c) Employee
   d) Immediate supervisor

9) The following are the three types of change except _____.
   a) Lack of knowledge for change
   b) Adaptive change
   c) Innovative Change
   d) Radically innovative change

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10) The following are the three benefits of Training and Development to the individual except_____.

a) It empowers the individual
b) It provides the trainee with the avenue for growth
c) It eliminates fear in attempting new tasks due to increased confidence
d) It enhances improved morale at the workplace

11) The following are the three benefits of Training & Development to the organisation except _____.

a) It enhances improved morale at the workplace
b) It discourages individuals
c) It improves knowledge and skills at all levels of the organization
d) It portrays a positive corporate image

12) The ISO 9000/ 2000 International Code of Practice for Quality Management Systems' focus is _____.

a) To analyze the trainees performance
b) To analyze the key player
c) The focus of these systems is to improve the process of an organization in order to enhance performance
d) A promotion of audience

13) Which one of the following is not a factor of unsatisfactory performance?

a) Low productivity
b) Low Morale
c) Absenteeism
d) Situational Leadership Theory (SLT)

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14) The following are the factors for macro level of needs assessment planning except_____.

a) The Hawthorne effect
b) Political
c) Social
d) Technological development

15) Which one of the following is not a technique for training needs in an organisation?

a) Observation
b) Key consultants
c) Fighting with employees in the office
d) Questionnaires

16) Which one is not a stakeholder in training needs analysis?

a) Can be defined as forces that energize, direct and sustain a person's efforts
b) The state
c) Trade unions
d) Employers

17) Staff development includes the following except_____.

a) A long term training
b) Short courses
c) Attachments and study visits
d) Not participating in professional bodies

18) Which alternative represents the aspects of a training model?

a) Task only
b) Employees only
c) Organization, task, employees, training objectives, training evaluation criteria, design & Select training procedures, train, measure training results and compare results to criteria
d) Training objectives only

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19) Training and Development selection is a process that includes the following except which one_____.

a) Analysis of skills gap
b) Refers to a learning environment with a lot of politicians
c) Available training programmes
d) Cost implications

20) The following are the aspects required for developing an effective training policy except_____.

a) Skill and knowledge
b) Involvement
c) Clarity of purpose
d) Punishing employees to get promotion

21) The dominant domain should be the focal point of one of the following evaluations except_____.

a) To count the number of audience, trainees and participants
b) Criterion referenced test
c) Performance test
d) Attitude survey

22) What is formative evaluation?

a) Refers to the assessment aspect of evaluation of training and development programmes
b) Looks into the health of the training manager and trainees
c) Looks into the extent to which there is a need and demand for training in the organization
d) Looks into the natural development of the training function in the organization

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23) What is the definition of quality management systems according to Brown (1971)?

a) New ideas
b) New knowledge transferred throughout the organisation
c) The process that is used to ensure that the degree of excellence as per the specification is achieved.
d) Behaviour change

24) The following are not training aids except_____.

a) Effective leaders coerce employees
b) Effective leaders punish subordinates
c) Non effective will not get good results
d) Slides, charts, posters, the board, the overhead projector, films, audio tapes, models, videos, computers and handouts

25) The training evaluation instrument suggested by Beardwell Holden includes_____.

a) The manager
b) Questionnaires, Test or Examinations, Projects, Tutor report
c) Supervisor
d) Chief executive officer

SECTION B **[16 Marks]**

For each of the statement below, write True or False.

1) Induction is where the new employee is introduced to the organisation as a means of making the workers feel welcome to the organisation.

2) On- the- job training is not effective as the employee (s) learns and develops skills under actual working conditions while under an experienced instructor.

3) For on-the- job training to be conducted in some instances issues of culture need to be looked at.

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4) On the job training method cannot be applied at all levels of the employment within an organisation.

5) Job instruction training (JIT), job rotation, apprenticeship and coaching are the main approaches to on the job training.
6) Characteristics and activities of apprenticeship and coaching are similar nature of execution.
7) Cross training of employees in a variety of jobs is one of the characteristics of a job rotation.

8) The government made it a requirement that establishments employing expatriates should prepare training programmes through which locals will localize posts.

9) Kirkpatrick's Model happens not to be the most recognized and widely used form of evaluation by Human Resources Development of many organizations.

10) A questionnaire is not the commonly applied method of evaluation of Training and Development programmes.
11) Technological Acceleration is one of the factors that influence training in an organization.

12) Improving communication between group and individuals and builds cohesion is a benefit of training and development programme.

13) Training and evaluation criteria are not one of the aspects of the model of training process.
14) Analysis of skills gap is one of the factors for training and development.

15) The target population for the training programme should not be analyzed in order to understand their age, learning styles and language.

16) An employee is a role player for training and development.

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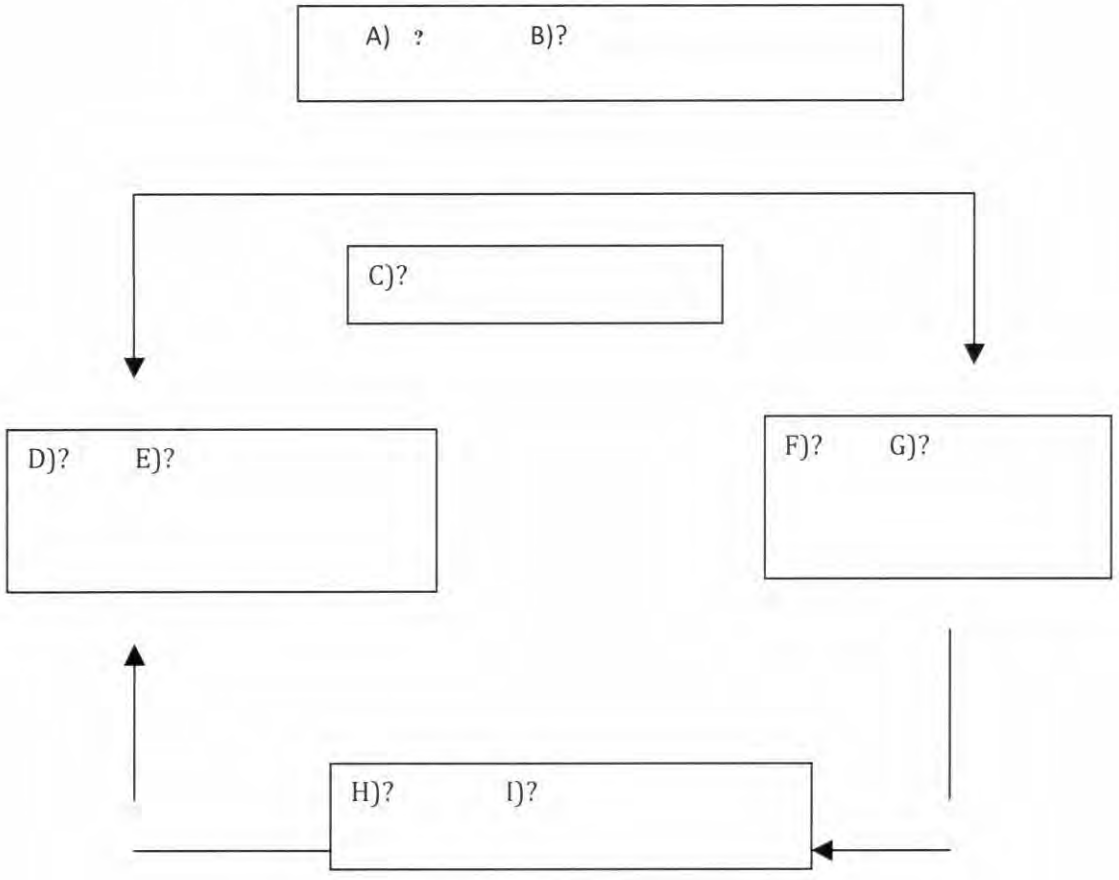
SECTION C **[9 Marks]**

Answer all the question from this section

In terms of evaluation, all the activities must be done on a continuous basis. By so doing, organisations may be in a better position to ascertain the actual effect of the training and development intervention. Sourcing from Erasmus and Van Dyk (2004:256) Laird suggested a flow chart that depicts the evaluation process.

Required: What does each letter in the flow chart represent? (9 Marks)



SECTION D **[50 Marks]**

Answer any two questions from this section **(25 Marks each)**

QUESTION 1

Assume that you are a training coordinator or consultant for a government department with a number of sales representatives. You have noticed after receiving a selected number of periodic performance appraisals of these sales representatives that many seem to be having problems selling a new product that your organization has recently developed and launched. You have realized that this problem is significant in reducing the problem. A comprehensive training programme is necessary.

(a) Using the case study, List and explain the steps you would take to conduct and evaluate the programme. **(20 marks)**

(b) Explain a balance scorecard and List four focus areas in the balance business scorecard. **(4 marks)**

QUESTION 2 **(25 Marks)**

(a) Explain the roles of the six stakeholders that are involved in the implementation of the Training and Development programme. **(12 Marks)**

(b) To effectively market the Training and Development programmes, a comprehensive marketing strategy is a must if all the staff is to be sensitized on the benefits that accrue from the training and development programmes. There are six steps that can be applied in marketing of the training and development programmes.

List and explain the six steps that can be applied in marketing of the training and development programmes. **(12 Marks)**

(c) Name any factor that you could consider when defining the target group. **(1 Mark)**

QUESTION 3

Critically discuss the four levels of Kirkpatrick's Model. (25 marks)

END OF PAPER

BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING

DIPLOMA IN HUMAN RESOURCE MANAGEMENT

HUMAN RESOURCE DEVELOPMENT

HD 101

SPECIAL EXAMINATION

Marks – 100

Time Allowed: 3 hours

Instructions

1. The examination consists of four sections: A, B, C and D
2. Answer all questions from section A, B and C
3. Choose any two questions from section D.
4. Begin each answer to a new question on a new page.
5. Write legibly in grammatical English.

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SECTION A -MULTIPLE CHOICE QUESTIONS **[25 marks]**

Answer all questions. Each question carries ONE (1) mark

Choose the best alternative answer.

1. Which of the following is **NOT** a stakeholder in Training Needs Analysis?

   A. Trade Unions

   B. Education and Training Institutions

   C. The country

   D. Financiers

2. In Kirkpatrick's Model, level 3 is called_____.

   A. Reaction

   B. Learning

   C. Behaviour

   D. Results

3. The process through which participants acquire knowledge, skills and abilities with the aim of improving their performance at work is called_____.

   A. Education

   B. Training

   C. Development

   D. Learning

4. _____ is one of the off- the- Job Learning Principles.

   A. Relevance

   B. Fairness

   C. Flexibility

D. User friendly

5. Which of the following is NOT a goal of the Apprenticeship and Industrial Training Act (1983)?

   A. To increase manpower for the fastest possible rate of economic growth

   B. To secure rapid expansion of employment opportunities

   C. To train ore citizens to reduce number of expatriates

   D. To reduce training costs

6. One of the objectives of core training programmed is _____.

   A. To increase manpower for the fastest possible rate of economic growth

   B. To maintain, develop and improve overall performance and output

   C. To train ore citizens to reduce number of expatriates

   D. To reduce training costs

7. A _____ gives knowledge/information to learners in a systematic manner.

   A. Trainer

   B. Coach

   C. Instructor

   D. Facilitator

8. The application of knowledge and skills learnt during training is called_____.

   A. Development

   B. Education

   C. Learning

D. Transfer of training

9. In the implementation of Training and Development Programmed, all of the following elements should be put in place except _____.

   A. Sequencing of training programme

   B. Target group analysis

   C. Training Needs Analysis

   D. Plan

10. The type of evaluation that focuses on the identification based on the evidence on the changes that have resulted from the Training & Development programmed is called_____.

    A. Outcome evaluation

    B. Formative evaluation

    C. Summative evaluation

    D. Input evaluation

11. The activity through which an instructor gives a brief overview of the main steps to be learned through verbal introduction of the main steps identified is called_____.

    A. Showing

    B. Demonstrating

    C. Explaining

    D. Telling

12. Measurement is _____.

    A. A systematic procedure for measuring a sample of an individual's behavior.

B. A systematic process for the collection and use of information from many sources that is used in interpreting the results and making value judgments and decisions.

C. The means through which the degree to which the learner reflects the desired trait or behaviour is quantified.

D. An extensive examination of how people perform work activities.

13. The role of trade unions in Training Needs Analysis is_____.

A. Data collection

B. Influencing organisations to develop their employees

C. Curriculum development

D. Identification of symptoms of deficiency

14. What is Action Planning used for?

A. To seek information for level one

B. Collecting information on the behavior of trainees

C. Determining if the transfer of knowledge has actually taken place in the work environment

D. Measuring costs versus benefit in regard to training and development

15. Which of the following is not a dimension that applies to a target group analysis?

A. Geographical location

B. Intrinsic or extrinsic needs

C. Ergonomic state

D. Physical features

16. According to the objective and explanatory approach_____.

A. Training skills can be clearly defined in behavioural terms and fairly constant over time

B. The credibility of a trainer determines the success of a course

C. The sole purpose of training is the successful execution of the administrative process

D. Workers regard training as only means to an end

17. Which of the following is not a model of Training and Development programme evaluation?

A. Warr, Bird and Rackman CIRO Model

B. Kirkpatrick's model

C. Erasmus and Van Zyl's model

D. Philip's Five level ROI Framework

18. One of factors to consider in selecting a training programme is_____.

A. Who you want to promote.

B. The required skills and competencies.

C. What other organizations are training their employees on.

D. The preferences of the employees.

19. Quality Assurance can be defined as_____.

A. Activities that are undertaken to measure quality of products and services

B. Procedures that are frequently applied only to activities and products that are associated directly with goods and services provided to external customers

C. Process that is used to ensure that degree of excellence as per specifications is achieved.

D. Process of delivering quality products and services

20. Why should organisations develop training policies?

A. To enhance public relations

B. To motivate employees

C. To develop the employees' skills

D. For strategic purposes

21. Who is responsible for Training and Development in an organisation?

A. Trade unions

B. Training institutions

C. Top management

D. Public Relations

22. What are the two types of counseling?

A. Long-term and short term

B. Directive and non-directive

C. Summative and formative

D. Open and closed

23. A training approach that involves sharing experiences, examining feelings, behaviours and reactions that result is called_____.

A. Vestibule training

B. Laboratory training

C. Conferences

D. Simulation

24. Training needs analysis that finds out if any deficiency exist and if any, find solutions is said to be_____.

A. Reactive

B. Structured

C. Non-structured

D. Proactive

25. Some of the problems that maybe identified during needs analysis include absenteeism, low morale and _____.

A. Increased profits

B.High competition

C.Job performance problems

D. Low pay

SECTION B TRUE / FALSE QUESTIONS [10 Marks]

Answer ALL questions. Each question carries ONE (1) mark.

Answer True or False for each of the following:

1. According to Beach, Exposure is one of the Career Development functions.
2. Human Resources Development is the same as Human Resources Management.
3. Learning is the second level in Kirkpatrick's model.
4. The target group is one of the determinants of selecting the training venue.
5. Macro level needs approach focuses on the organization as a whole.

6. Marketing and selling of a programme is not an essential of a good Training and Development intervention.
7. Trade unions are stakeholders in Training Needs Analysis.
8. Training and development is the sole responsibility of the Human Resources Department.
9. Succession planning calls for grooming process for those targeted for senior management.
10. On the Job Training saves time.

SECTION C SHORT ANSWER QUESTIONS [15 MARKS]

Answer ALL the question from this section

1. Identify any two prominent quality management institutions that you know. **(2marks)**
2. What measure did the Botswana government take after realisation that the country lacked skilled artisans who were readily available? **(2 marks)**
3. Why should instructional materials be evaluated? **(1mark)**
4. List any three uses of training programmed evaluation results. **(3 marks)**
5. Define training situational analysis? **(2marks)**
6. What is Development? **(2 marks)**
7. Outline any three roles of a manager in Career Development Responsibilities. **(3 marks)**

SECTION D Essay- Type Questions [50 Marks]

Answer any two questions from this section

QUESTION 1. [25 MARKS]

a). Discuss why budgeting influence the design and implementation of a Training programmed.

(10 marks)

b). Differentiate between formative and summative evaluation. **(10 marks)**

c). What is the role of the individual in career development? **(5 marks)**

QUESTION 2 **[25 Marks]**

Read the following case study and answer the questions that follow.

Many years ago, when international travel was not as cheap as it is now, an international bank use to recruit bankers and ship them out to run their branches overseas. This was a three week voyage on a single ticket, were assured that they will get the return ticket at the end of three year contract, but with a condition to train one of the local staff to run their branch well during their month's home leave. What an incentive to do what all mangers should do is to develop their staff without complex system of performance reviews, competency assessments, training needs analysis, and training plans validation.

In a developing economy like Botswana, we need pro-active mangers who will take responsibility to develop their own staff as failure to do so would mean stagnating in the commercial jungle and never being promoted, that only those who really looked after their staff would make progress – then the job of the HR manger and training manger would be easier. There would be much less waste on unsuitable training, staff would be better too, more competent, probably more engaged since they would be looking towards the future.

(a) How will you come up with practical ideas at work and help develop employees internally? **(15 Marks)**

(b) What impact will organisation experience if managers take responsibility to develop the staff internally.

QUESTION 3 **[25 MARKS]**

a). Discuss five factors that influence training. **(20 marks)**

b). Explain the goals of the Apprenticeship and Industrial Training Act of 1983. **(5 marks)**

END OF PAPER